

DDA 76-0262

MEMORANDUM FOR: Chief, Review Staff  
SUBJECT : Response to Senator Church's Questions  
on the IG Functions  
REFERENCE : Review Staff 76-0038/A

Attached is the DDA response to subject memorandum. We note that the Director was concerned that the Agency was providing piecemeal responses and he urged that a single, consolidated Agency position representing all Directorates be prepared. Inasmuch as some Directorates have already responded, the attached may be necessary. If you are preparing a single response, then the attached can represent DDA's input. We defer to you on how best to handle.

John F. Blake  
Deputy Director  
for  
Administration

Att

Distribution:

Orig & 1 - RS w/Att

1 - DDA Subject w/Att (DDA 76-0261) + ref (RS 76-0038A)  
1 - DDA Chrono "  
1 - JNM Chrono "  
1 - JFB Chrono "

ADDA:JNMcMahon:kmg (19 Jan 76)

DDA 75-0261: Memo dtd 19 Jan 76 to Senator Church fr DDA  
re response to questionnaire re IG Functions

Inspector General  
2E 24 Hqs

Attached for your information.

DDA input to Senator Church's  
questionnaire.

Deputy Director for Administration  
7D 26 Hqs, x5454

ADDA:JNMcMahon:kmg (19 Jan 76)

Distribution:

Orig RS - IG w/cy of Att (DDA 76-0261)  
1 - DDA Subject w/cy of Att  
1 - DDA Chrono w/cy of Att  
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1 - JFB Chrono w/cy of Att

DDA 76-0261: Ltr dtd 19 Jan 76 to Senator Church fr DDA in response  
Approved For Release 2001/07/30 : CIA-RDP79-00498A000300100011-5

DDA 76-0261

JAN 1976

The Honorable Frank Church  
Chairman  
Select Committee to Study Governmental  
Operations with Respect to Intelligence  
Activities  
United States Senate  
Washington, D. C. 20510

Dear Mr. Chairman:

Enclosed are comments keyed to the questionnaire attached to your January 7, 1976, letter to me concerning the Office of the Inspector General.

Sincerely,

*John F. Blake*

John F. Blake  
Deputy Director  
for  
Administration

Enclosure

Distribution:

Orig - Senator Church  
2 - Review Staff  
1 - IG (info)  
~~✓~~ - DDA Subject w/ref (RS 76-0038/A)  
1 - DDA Chrono  
1 - JNM Chrono  
1 - JFB Chrono

Deputy Director for Administration Comments on  
Questionnaire Concerning the Office of the Inspector General

(1) Component surveys are valuable and should encompass both examination of records and activities at Headquarters as well as the field. Wherever possible they should occur every three or four years inasmuch as within that time frame sufficient turnover will occur within a component which would denigrate continuity and implementation of spirit and intent of previous surveys. The survey should cover all components, even the least important of which could drift out of line if an objective review is not brought to bear on it. The timing and focus of each inspection should be developed by the Inspector General and component chief with whatever further direction is desired by the DCI and cognizant Deputy Director. Whenever possible component surveys should coincide with audit schedule.

(2) Any allegations regarding misconduct or illegal activities should be referred to the Inspector General and through him to the General Counsel for determination of Department of Justice interest. We know of no instance where any allegations were not properly reviewed by the Inspector General and we see little advantage of a separate Inspector General staff to handle only allegations of improprieties.

(3) The Inspector General should have access to all Agency material produced by or in its custody.

(4) The Inspector General, in my opinion, has always had sufficient access to the Director. Experience suggests that IG comments were of sufficient influence to encourage the Director's specific attention to problem areas. I am not personally aware of any recommendation made by the Inspector General which the Director did not properly consider.

(5) In order to have proper management and control, it is necessary that the Inspector General report directly to the DCI. It may be desirable to permit the Inspector General access to the PFIAB should he determine the DCI is acting capriciously regarding his recommendations. If the Inspector General is not an integral part of the Agency's chain of command then his communications and understandings of the Agency will be weakened and he will be viewed as an outsider which will inhibit dialogue with Agency personnel and threaten the full disclosure of facts.

(6) We do not believe a Community-wide inspection staff would be viable or effective. Each organization should possess its own Inspector General who is responsible to the head of that agency. An overall Intelligence Community Inspector General would be a superficial position at best as far as practical application of the Inspector General's role. The inspection role is an integral part of command, and that would be lacking in the Community role.

(7) There would be merit in Inspector General reports being reviewed by the General Counsel and we would recommend that such a procedure be established. Inasmuch as the component being reviewed receives a copy of the report through the respective Deputy Director, as well as the Director and General Counsel, we see no need for any other group or individual to receive a copy.

(8) Do not agree that the Inspector General supply information to Congress though there may be merit in the congressional oversight committee having access to the Inspector General reports at Headquarters.

(9) There is a definite advantage in the Inspector General coming from a career or experience within the Agency although such merit should not preclude anyone else from consideration. Believe we would be doing a disservice to the Agency to establish a standard for an IG which would preclude or exclude anyone from that position. The biggest problem associated with a non-Agency IG would be his lack of knowledge of this extremely complicated and complex activity. We see little difficulty, however, in the Inspector General from whatever lineage having problems obtaining access to needed information and we see little danger of either co-optation or falling victim to political pressures.

(10) It would be desirable to have an Inspector General whose term would not exceed five years and we see little need or benefit to have the position filled by nomination from the President or with Senatorial confirmation.

(11) The Inspector General could come from any component within the Agency and we see little need to have the Inspector General selected from the Agency's components on a rotational basis. The best candidate should be selected regardless of his career. We would recommend against permanent assignment of any officer to the IG Staff.

(12) The subordination of the audit function as presently constituted under the Inspector General does afford an ease in dovetailing the inspection function with that of audit. We would recommend continuation of that arrangement. It also permits a single manager to call upon resources to complement or supplement either the IG function or that of audit. The Inspector General

should be responsive to grievances processed either through the Equal Employment Opportunity office or carried directly by the individual employee to the Inspector General. We see no role for the Inspector General in either reviewing or issuing the regulations. He does comment on them in the developmental process.

(13) The Inspector General's office can be evaluated by the Director himself with further commentary from the four Deputy Directors. The office itself, however, as does every other office in the Agency, has a responsibility for self-evaluation as part of its standard management. We see little value in the provision of the IG reports to outside bodies inasmuch as those outside bodies would have limited knowledge of any internal agency activities other than the congressional oversight committees which we have proposed have access to the reports at Headquarters.

(14) Principal accomplishments of the Inspector General's office is the provision of an independent and objective review of the components' activities, plus an accessibility to employees to air complaints or suggestions. The mere occasion of an IG survey prompts a component to take stock of itself and conduct its own review to ensure the propriety of its activities. Its strength lies in the forum it creates for raising issues and bringing to the light of scrutiny those activities which merit such. It causes a conscientious reaffirmation of the functions under way.

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### OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS		DATE	INITIALS
1	John McMahon			
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3				
4				
5				
6				
	ACTION	DIRECT REPLY	PREPARE REPLY	
	APPROVAL	DISPATCH	RECOMMENDATION	
	COMMENT	FILE	RETURN	
	CONCURRENCE	INFORMATION	SIGNATURE	

**Remarks:**

Have made a few changes in the I.G.  
write-up.

I still feel uneasy about not answering  
Chuck's letter -- particularly if two  
other Deputies already have. Any ideas  
as to how I get off the hook?

/s/Jack B.

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TO	NAME AND ADDRESS	DATE	INITIALS
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ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

Remarks:

*Have made a few changes in the L.G. write-up.*

*I still feel uneasy about not answering Church's letter - particularly*

*over*

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already been. By whom  
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the hook?



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